Tactic 6
Scoring True Performance

Introduction

Many companies are using the internationally recognized Baldrige performance model to score true performance. You will see that this model offers a number of items that are scored to help improve the very behaviors and systems that will help your EHS program prosper and add value to the organization as a whole.

Step 1. Prepare the performance statements

After reviewing the details of the 13 Baldrige performance items (see Attachment 1), you can rewrite these statements to describe the ideal situation for integrating your EHS program into the company’s business. Feel free to customize the language to fit the culture of your organization while maintaining the same general theme and structure of the statements. The performance criteria describe how the organization wishes to incorporate EHS into its core business, not necessarily how the organization currently operates.

When this step is complete, your organization will have a limited number of statements to consider. These statements will provide a basis for measuring the true performance of the EHS program and the rate at which you are progressing to achieving the goal of EHS program excellence and business integration.

Step 2. Create a description of the ideal operation

As part of the initial baseline effort to score your EHS program performance, create a detailed description of the ideal operation of the EHS program within your overall facility operations. Use concise descriptive statements of process and business practices, attitudes, and procedures to ensure a full understanding of the implications of performance. These short statements should be personalized, positive, and contain a single thought or idea. For example:

Senior leaders:
  ◆ The facility management talks directly to employees about EHS concerns.
  ◆ Managers are quite knowledgeable about the EHS targets and objectives.
  ◆ Managers are easy to talk to regarding EHS issues and impacts.
  ◆ Managers include EHS performance in all performance reviews.
  ◆ Managers talk to the EHS coordinator often and on a regular basis.
  ◆ Managers participate directly in developing EHS measures of performance.

It is possible that you could generate a significant number of individual statements. You should involve other people in the company to help you compile these statements under each of the 13 categories. They should help you word them in a neutral manner. They should also help you eliminate statements that will not address the performance issue raised by the category statement.

Step 3. Rank-order the preliminary list of statements

Once you have prepared a preliminary list of statements, prepare a ranking sheet that lists all of the statements under each of the categories and a place to rank each of the statements. You should involve management and workers to score each of the statements within each of the categories on
this preliminary list. People will be asked to score the items with “1” being the most important statement to express the meaning of the category statement for your company.

**Step 4. Conduct an initial performance survey**

Once the rank ordering has been completed, you should share the results with a number of the participants with each of the following steps:

1. Conduct a pre-survey briefing.
2. Conduct the survey.
3. Conduct a post-survey briefing looking for strengths and opportunities to improve the survey statements.

Make sure that everyone is aware that you will be conducting an initial survey of the true EHS performance of the company. Invite the key people to a brief meeting before the audit to let them know what you have done to date. Present the 13 categories and the list of the subcategory statements under each. Ask the people if they can select two or three items under each of the categories. This is being done so that the final performance survey form will not be too difficult to complete.

**Step 5. Develop and deploy a true performance measurement survey tool**

Written surveys not only help to uncover areas that need further improvement, but they also help the respondents understand and strive for EHS excellence. This is very important if you seek to move beyond mere compliance and develop a program that truly adds value to the organization.

The first survey (i.e., your first true performance audit) should include between 20 and 30 statements. The statements are listed with a seven-point Likert scale (i.e., 1 means “strongly disagree” and 7 means “strongly agree”). A space is provided under each statement that allows the respondent to note a “strength” that they have noted if they have scored the statement above a 3 or a 4. A second space is provided for the respondent to note an “opportunity to improve” in each of the categories—what could be done to better make each point work better (see Figure 1).

In small organizations, all employees should participate in the survey. If there are more than 100 people in the organization, a survey tool can be used to describe how many people need to be surveyed for a 95% confidence level and an accuracy of +/- 5%. There are third-party vendors that administer an employee performance evaluation technique known as 360-degree performance that could help you deploy these surveys. Otherwise, the human resources representative is probably the best person to decide how this can be done with a suitable amount of anonymity.

The results of the survey should be described in a feedback report that is available to all employees. It will contain the following:

- Standard deviations on each statement
- List of strengths for each statement
- List of opportunities to improve for each statement

You will have to work with your management to determine how to best make the results of the survey available to all employees. Some companies are very sensitive about scoring. A way to get around the use of a score is to have ranges (e.g., no rank, bronze, silver and gold or silver, gold and platinum). It is important to watch how each of the items on the survey will improve over time. When people know that there is a survey on performance, they will want to change to influence the next scoring cycle. This will help you improve the true performance of the EHS program.
Step 6. Plan and implement activities to improve performance

After you conduct an initial survey to determine the most deficient criterion, your organization can begin to focus on improving a performance area that will have a measurable impact on your EHS program performance. The tools in Tactic 1 can be used to establish and direct employee teams to conduct projects to address the opportunities to improve and to institutionalize the strengths. These improvement projects will also keep the focus on improving the behaviors that will lead to improved scores when the survey is conducted again.

Step 7. Review the “lessons learned” and conduct the survey on an annual basis

The survey should be used each year. Progress in the true performance should be noted and rewarded. Any backsliding in the true performance should be addressed in projects for improvements.

Because organizational attitudes, perceptions, values, and motivation impact the acceptance and success of management ideas, improving these attributes contributes directly to the success of the EHS coordinator. By using the Baldrige model as a framework for developing an organizational performance measure, the EHS coordinator can become a more effective agent of change and will be seen as adding value to the organization.
Attachment 1
Baldrige Model's True Performance Items

1. Senior leaders not only support the EHS program but also communicate effectively with the employees about their thoughts about the importance of EHS in the organization and encourage high performance from each and every employee and contractor.

2. Senior leaders address the organization's responsibility to the surrounding environment and community in all EHS matters while ensuring ethical behavior and good citizenship.

3. Your company establishes its strategy and strategic objectives that include its commitment to meeting or exceeding its EHS targets and goals.

4. Your company converts its strategic objectives into written action plans and measures its performance with metrics (EHS Indicators) determined by the employee teams working on each plan with the approval of management.

5. Your company has determined what each of its customers and other outside interested parties (stakeholders) desire with respect to EHS performance.

6. Your company builds relationships with its outside interested parties and seeks to continually improve both customer satisfaction and also the satisfaction of all of its stakeholders.

7. Your company measures, analyzes, aligns, reviews, and improves its EHS performance in all parts of the organization and its activities.

8. Your company ensures the quality and availability of needed EHS data and information for the employees, suppliers, customers, and other stakeholders.

9. Your company uses compensation, career progression, and related workforce practices to reward employees for high performance in the area of EHS program adherence.

10. Your company ensures that each employee is trained in EHS matters and that career development is based in part on the extent to which they excel in EHS practices.

11. Your company maintains a work environment and employee support climate that contributes to the well-being, satisfaction, and motivation of all employees.

12. Your company identifies and manages its key EHS processes and procedures as a way to create value in the organization and achieve business success and growth.

13. Your company has integrated its EHS program into all of its business initiatives and uses the program as one of its measures of financial success.
Give feedback about the following:

01. Leadership: Senior leadership personally and visibly demonstrates its commitment to environmental excellence principles.

Agreement:
Indicate how strongly you disagree/agree that this item should be included in the survey.

☐ 1 2 3 4 5 6 7

N/A Disagree Agree

Please describe specifically:

Please describe a strength that you have noted regarding this statement.

Please describe an opportunity for improvement that you could suggest for this statement.